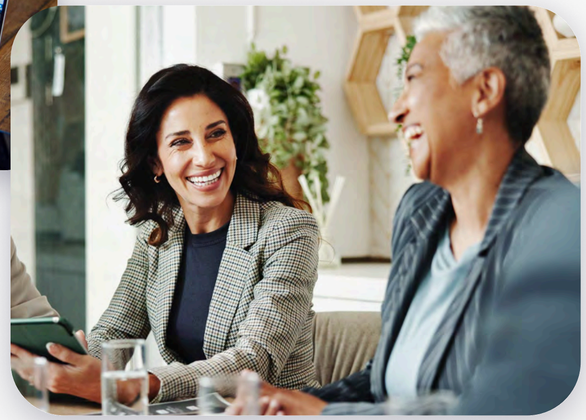
Masterclass Series

Live, virtual and interactive

60-min group sessions for up to 500 people

Country Navigator

Expert led, live, virtual, blended learning for up to 500 people



Learn:

digital content covering the key principles and concepts

Apply

live session to help learners explore the practical implications

Practice

support resources to enable learning transfer

Available topics

Cultural Intelligence

04. Me myself and I
07. Develop your global mindset
10. Reading between the lines: communicating across cultures
13. You don't have to say yes! Disagreeing across cultures
16. Giving feedback across cultures
19. Being you: uncovering culture in a global team
22. Where in the world is my team? Worldprism and teams
25. Who am I? The road to cultural discovery
28. When does now mean later? Worldprism and Time
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Team and Collaboration

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Global leadership and Transformation

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Hybrid and Virtual working

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70. Power up your hybrid teams
73. Leading virtual/hybrid meetings
76. Creating virtual networks

Global Mobility

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Me, *myself* and *I*

Masterclass | Cultural Intelligence

The Challenge:

Cultural and cognitive diversity are powerful forces in any organization. Lack of self-awareness prevents individuals making the most of the cultural and cognitive diversity around them.

The Solution:

This masterclass and learning path will give learners a common frame of reference to analyze and discuss culture. The WorldPrism model of culture is an effective tool to start the path to cultural intelligence.

The Results:

- Understanding of cultural behaviors and values
- Tool to compare and leverage
- cultural difference

Masterclass

Me, myself and I

Register now

	Input	Output
Context Setting	**Poll:** How international is your work? **Chat:** What challenges do you have working across cultural borders?	Visibility for facilitator and each other of the make-up of attendee teams.
Cultural Intelligence foundations	Definitions and foundations: what is culture, how does culture impact work, layers of culture.	Building a common foundation.
	The four elements of cultural intelligence (CQ): • Attitude • Awareness • Knowledge • Skills The CQ framework as a way to build effective working relationships.	Creating an understanding of CQ, looking at specific development areas.
	Scenario activity: Is culture always to blame?	Challenging learners to use CQ as an additional tool, rather than the only tool.
Worldprism™ Model	Stereotypes, generalizations, tendencies and attitudes; taking a pragmatic approach to cultural profiles.	The Worldprism model of culture – know yourself to learn about others

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Develop your **global mindset**

Masterclass | Cultural Intelligence

The Challenge:

In a VUCA context, a lack of cultural intelligence can further hinder effective business relationships, creativity and productivity. A global mindset is one of the most looked for skills in leaders.

The Solution:

This masterclass and learning path will help learners operative effectively in international teams by helping them understand the skills to manage the VUCA context using cultural intelligence.

The Results:

- Higher performance
- More creative
- Greater global confidence
- Culturally intelligent organization

Masterclass

Develop your global mindset

Register now

	Input	Output
Context Setting	**Poll:** Which skill do you think will be the most important in 10 years' time? **Chat:** What are the skill areas you or your organization are focusing on right now?	Visibility for facilitator and each other of the make-up of attendee teams.
The cultural context	What are the ingredients of a global mindset? What is cultural intelligence? A cultural perspective on a team's expectations of its leader **Poll:** which of these best describes a leader's role? General, Tactician, Expert, Parent, Supervisor, Coach, Scapegoat	Framing the conversation.
	The WorldPrism model of culture – looking at the key dimensions to enable leaders to work effectively: • Individual vs Group • Shared vs Concentrated • Task vs Relationship	Developing tools to manage cultural difference.
Cultural strategies	ABCDE Strategies – adapting is not always the answer. Scenario example.	Showcasing adaptive strategies and practical application.
	Using the VUCA positive model to become a more effective global	Practical advice and suggestions.

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Reading between the lines:

communicating **across cultures**

Masterclass | Cultural Intelligence

The Challenge:

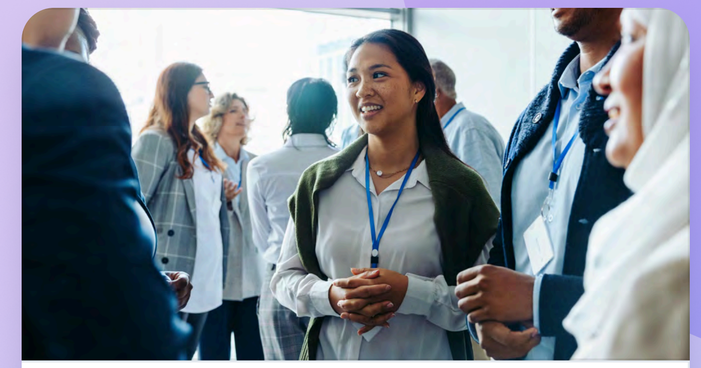
Language is a poor tool for the job of communication - we always assume that others understand us in the way we want them to understand. But in cross cultural contexts, communication often fails.

The Solution:

This masterclass and learning path will examine how communication works and help learners develop effective, global communication skills.

The Results:

- Better communication
- Better relationships
- Better team working



Masterclass

Reading between the lines: communicating across cultures

Register now

	Input	Output
Context Setting	**Poll:** How direct are you when you communicate? **Chat:** What challenges do you face when communicating across cultures	Visibility for facilitator and introduction to the group.
How communication works	How communication works; the purpose of communication. Paul Grice and the cooperative principle. The five C's of communication:Clear, Concise, Correct, Complete, Courteous.	A conceptual framework for communication. Understanding the key principles
	Implicit vs explicit communication. How the styles are perceived by others. Scenario activity.	A cultural framework to understand communication.
How communication works better	Turn taking, questioning and listening across cultures. Video: Culturally intelligent communication. A word about email vs instant message vs chatting.	Developing practical skills for cross-cultural communication.

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You don't have to say yes! Disagreeing across cultures

Masterclass | Cultural Intelligence

The Challenge:

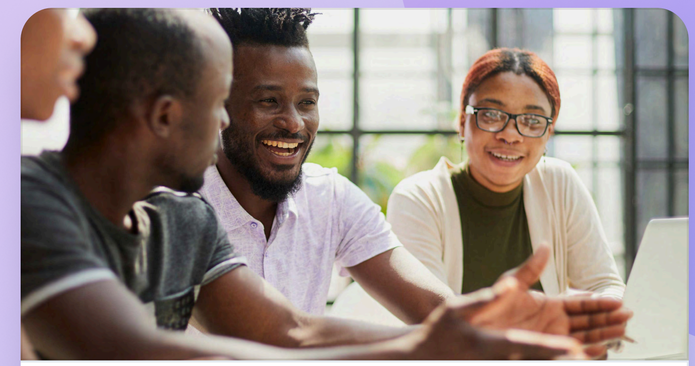
Disagreeing with someone risks the relationship with them and often devolves into conflict. And yet, disagreement is an essential function in any team to ensure better decisions.

The Solution:

This masterclass and learning path will help learners contribute to constructive disagreement informed by culture and provide practical suggestions.

The Results:

- Constructive disagreement
- Reduce emotional impact
- More effective team contributions



Masterclass

You don't have to say yes!

Disagreeing across cultures

Register now

	Input	Output
Why we should disagree	**Poll:** Is conflict always negative? **Chat:** What is your emotional reaction to conflict in your team?	Visibility for facilitator and introduction to topic.
	The challenge of the status quo: echo-chambers and stagnation. 'Smile up and kick down' – the risk of false harmony. The personal cost – agreeing when you disagree.	The negative side of agreement.
	Video: constructive conflict. The value in disagreement. Scenario: challenging accepted views.	Understanding of why disagreement is crucially important to organizations.
The culture factor	The cultural perspective: how people disagree and react to disagreement. • Shared vs concentrathttps://engage.coed power • Explicit vs implicit	Showing how culture impacts disagreements.

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Giving feedback across cultures

Masterclass | Cultural Intelligence

The Challenge:

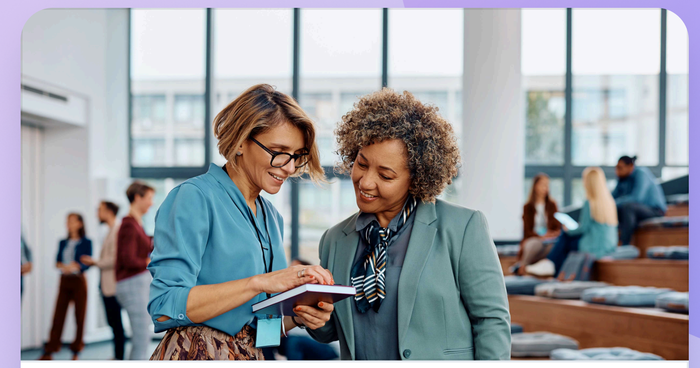
Feedback is a crucial mechanism to ensure everyone works better and develops, but it is rarely effective and often gains bad reactions.

The Solution:

This masterclass and learning path will help learners gain confidence to deliver better feedback and help develop a learning culture.

The Results:

- Deliver more effective feedback
- Gain more constructive reactions to feedback
- Raise team effectiveness



Masterclass

Giving feedback across cultures

Register now

	Input	Output
The foundations	**Poll:** Why is giving feedback important? **Chat:** Examples of badly received feedback.	Visibility for facilitator and introduction to the topic.
	What is the purpose of feedback? Chat: What's wrong with the 'Feedback sandwich?'	Understand the basic principles.
	The cultural dimension: • Explicit vs implicit • Task vs relationship Feedback and cultural intelligence	Learn about the impact of culture.
The practice	Is all feedback the same? Giving feedback to a junior, peer or senior; face-to-face or hybrid – how to adjust your approach. The key elements of feedback: • Behavior not person • Highlight the impact and results • Be specific, realistic and accurate • Take responsibility for the feedback • Get the timing right • Following up	Practical suggestions to get feedback right.

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Being you: **uncovering culture in a global team**

Masterclass | Cultural Intelligence

The Challenge:

Understanding others starts with understanding yourself; self-reflection and awarness are underrated skills and our own culture is invisible to us. We can't be culturally intelligent until we see ourselves clearly.

The Solution:

This masterclass and learning path give you practical tools to develop cultural intelligence and self-awareness using WorldPrism and reflection as a guide.

The Results:

- Higher cultural intelligence
- Better self-awareness
- Greater cross-cultural effectiveness

Masterclass

Being you: uncovering culture in a global team

Register now

	Input	Output
Learning about yourself	**Poll:** How self-aware do you consider yourself? **Chat:** How do you develop your own self-awareness (examples)	Visibility for facilitator and introduction to the masterclass.
	The importance of self-awareness The JoHari window: the role of others in developing your self-awareness. Cultural intelligence: a tool for reflection and development.	Understanding the value of self-reflection and awareness.
	Culture, perspective and self-awareness. Video: The WorldPrism Model of Culture. What, so what, what now – using a model of reflective practice.	How to use WorldPrism to understand self and others better.
Learning about others	Mini scenarios and quiz: recognizing cultural traits.	Increase understanding of cultural behaviors and traits.
	Managing difference: discussing how to relate, regulate and reason with different cultural styles. Culturally intelligent communication, curiosity, relationship and trust building using th	Practical advice and guidance.

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Where *in the world is* my team? Worldprism & teams

Masterclass | Cultural Intelligence

The Challenge:

In a hybrid team, understanding what's going on is complicated. Relating, regulating, reasoning are hidden by tech and by culture.

The Solution:

This Masterclass and Learning Path will help you analyze your team's cultural data and give you specific tools and hints to adopt culture as a valuable team member.

The Results:

- Your team is empowered by culture
- More effective relationships and collaboration
- Greater clarity and innovation

Masterclass

Where in the world is my team? WorldPrism and teams

Register now

	Input	Output
Context setting	**Discussion:** What is your team context, what challenges are you facing, what is working well/less well? Introductions and context setting.	Visibility for coach and learners. Setting objectives.
Foundations	Culture, you and your team: understanding the role of culture in your team. Cognitive diversity.	Understanding of culture as a positive strength.
	WorldPrism model of culture: relating, regulating, reasoning. The nine dimensions.	Setting a conceptual foundation, building a shared understanding.
Your team profile	Is there such a thing as a 'good profile'? Looking at your cultural potential – and how to get there: identifying the cultural strengths and weaknesses of a team.	An understanding of the team culture as it is.
	Cultural intelligent team skills: • Collaboration • Psychological safety • Curiosity	Practical ways to use your team profile to grow.

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Who am I?
The road to cultural discovery

Masterclass | Cultural Intelligence

The Challenge:

Your own culture is invisible to you until you look for it, but it drives how you think, act and interact. It determines how others perceive you and how you perceive 'normal.'

The Solution:

This Masterclass and learning path will show you how to identify your cultural make up. You'll learn how to recognize and interpret cultural behaviors - your own and other people's!

The Results:

- A first step toward cultural intelligence
- Greater self- and other awareness
- Simple cultural strategies

Masterclass

Where in the world is my team? WorldPrism and teams

Register now

	Input	Output
Context setting	**Poll:** How important is self-awareness? Whiteboard: What challenges do you have working across cultural borders?	Visibility for facilitator and each other of the make-up of attendee teams.
Cultural Intelligence foundations	Definitions and foundations: What is culture, how does culture impact work, layers of culture.	Building a common foundation.
	The four elements of cultural intelligence (CQ): • Attitude • Awareness • Knowledge • Skills The CQ framework as a way to build effective working relationships.	Creating an understanding of CQ, looking at specific development areas.
	Scenario Activity: Recognizing and interpreting cultural difference. The WorldPrism model of culture – know yourself to learn about The WorldPrism model of culture – know yourself to learn about others	Challenging learners to use CQ as an additional tool, rather than the only tool.

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When does *now* mean *later*? Worldprism and Time

Masterclass | Cultural Intelligence

The Challenge:

Multitasking or focus on one thing? Misunderstanding about time is not just frustrating, but can also cause significant business challenges. However, different perceptions of time can be a strength.

The Solution:

This Masterclass and learning path will unpack cultural attitudes to time, show you how you can account for them and find the benefit of different understandings of time.

The Results:

- Time and deadline clarity
- Practical ways to align team and
- personal priorities
- Greater self- and other-awareness

Masterclass

When does now mean later? WorldPrism and Time

Register now

	Input	Output
Context setting	Whiteboard: Pros and cons of multitasking. Quiz: Exploring the meanings of ‘now’ in different languages and cultures.	Setting context and introducing the topic.
Culture and time	A quick review: The WorldPrism model of culture. Video: Tight vs Loose Tight vs loose time – perceptions and symptoms	Introducing an objective model to understand culturally different attitudes to time.
	Scenario: Recognizing cultural warning signs.	Learn how to recognize cultural styles.
	When is a deadline a deadline? Looking at language use. ABCDE strategies: Is it me that has to adapt?	Practical implications and adaptations.
	Align tight and loose styles to your team priorities. Chat: How do cultural differences create an advantage for me? Practical and culturally intelligent prioritization	Making culture work for you.

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‘Why is everyone against me?’ Cross-cultural collaboration

Masterclass | Cultural Intelligence

The Challenge:

One of the most common complaints is that people don't understand me. I wanted this but something else happened. Teams don't come together naturally and need a (culturally intelligent) hand!

The Solution:

This masterclass and learning path will revolutionize how your team collaborates. We'll show you how to maximize the potential in your team culture and turn conflict into strength. Collaboration will become second nature.

The Results:

- Greater Cultural Intelligence
- Conscious collaboration
- Increased productivity and innovation

Masterclass

‘Why is everyone against me?’ Cross-cultural collaboration

Register now

	Input	Output
Context setting	Whiteboard: What works well/ less well in your team? The purpose of a team. The complication of hybrid working.	Introducing the topic and identifying key challenges.
Culture and change	**Chat:** What does a team need to collaborate well? Lencioni's dysfunctions of a team. Scenario: Identifying why the team's not working.	Bringing a conceptual framework to life with a real example.
	The role of cultural intelligence in building a collaborative culture. Constructive conflict and cognitive diversity. Identifying your team culture. Video: CQ and collaboration.	Looking at collaboration through a CQ lens.
	Psychological safety and psychological bravery Whiteboard: What has worked for you?	

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Collaborating across cultures

Masterclass | Team and Collaboration

The Challenge:

Teams are often held back by silo-working, lack of trust and poor communication. Performance and productivity are reduced, frustration and disengagement increase.

The Solution:

Learners will use WorldPrism to diagnose the issues blocking collaboration and will learn how to build trust and psychological safety in their team, using the CARE model.

The Results:

- Increased performance
- Raised productivity
- Better engagement
- More effective collaboration

Masterclass

Collaborating across cultures

Register now

	Input	Output
Context Setting	**Poll:** (1) How big is your team? (2) Which of these issues inhibits collaboration for you? **Chat:** What does excellent collaboration look like to you?	Visibility for facilitator and each other of the make-up of attendee teams.
Conscious collaboration	The role of culture in teams. The WorldPrism dimensions: Individual vs Group, Risk-taking vs Riskavoiding. Cultural intelligence and collaboration	Addressing cultural and cognitive diversity in teams; using cultural intelligence as a frame to build collaboration.
	Scenario activity: When collaboration goes wrong.	Creating an awareness of the skills needed.
	Creating the environment for collaboration: trust and psychological safety.	Giving learners a foundation to build collaborative cultures.
Inclusive Collaboration	**Poll:** What are the key principles we need to maximize collaborative potential. Chat: What are the key principles we need to maximize collaborative potential	Sharing experiences and suggestions. Practical suggestions to build collaborative teams.

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Reimagining innovation

Masterclass | Team and Collaboration

The Challenge:

Teams can get comfortable with the way things are, falling into a risk-avoiding trap that stifles creativity. Problems are hard to overcome and new ideas are not encouraged.

The Solution:

This masterclass and learning path will present the concept of cognitive diversity and constructive conflict, using the WorldPrism model of culture to see how to turn difference into innovation and creativity.

The Results:

- Innovative and creative team culture
- A future-oriented mindset
- A new approach to creative problemsolving

Masterclass

Reimagining innovation

Register now

	Input	Output
Context Setting	**Poll:** (1) How big is your team? (2) Which of these issues inhibits collaboration for you? **Chat:** What does excellent collaboration look like to you?	Visibility for facilitator and each other of the make-up of attendee teams.
Conscious collaboration	The role of culture in teams. The WorldPrism dimensions: Individual vs Group, Risk-taking vs Riskavoiding. Cultural intelligence and collaboration	Addressing cultural and cognitive diversity in teams; using cultural intelligence as a frame to build collaboration.
	Scenario activity: When collaboration goes wrong.	Creating an awareness of the skills needed.
	Creating the environment for collaboration: trust and psychological safety.	Giving learners a foundation to build collaborative cultures.
Inclusive Collaboration	**Poll:** What are the key principles we need to maximize collaborative potential. Chat: What are the key principles we need to maximize collaborative potential	Sharing experiences and suggestions. Practical suggestions to build collaborative teams.

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Cross-border working

Masterclass | Team and Collaboration

The Challenge:

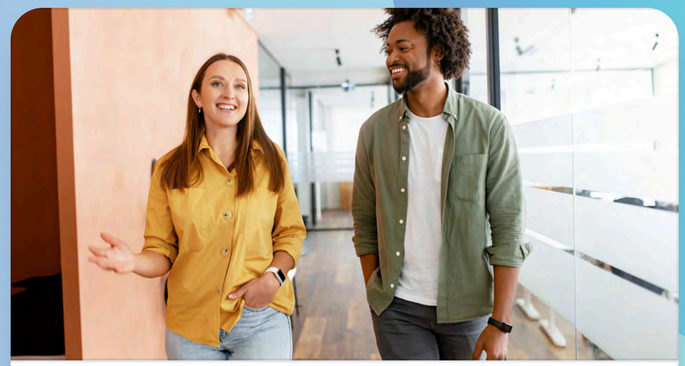
We all work with people from other cultures - different expectations, styles and behaviors. Without a proactive approach to managing cultures, we can never achieve the team's potential.

The Solution:

This masterclass and learning path deconstruct culture and give practical ways that cross-border teams can work with a cultural lens, increasing productivity and performance.

The Results:

- Greater cultural intelligence
- Better team working
- More effective collaboration and trust



Masterclass

Cross-border working

Register now

	Input	Output
Context Setting	**Poll:** How many nationalities have you worked with today? **Chat:** Share with the group some of the cultural challenges you face.	Visibility for the facilitator, setting context.
From problem to bonus: culture	What is culture? Why is it seen as a challenge? Layers of culture. Is culture the same as nationality? Stereotypes, generalizations and comparisons.	Building a foundation of cultural awareness and understanding.
	Applying a cultural filter to communication, collaboration and relationship building. Video: The WorldPrism Model of culture. Using WorldPrism to identify cultural differences.	Rethinking a cross-border team using WorldPrism as a lens.
Making a difference	The Cultural Intelligence framework. The key skills: • Listening • Empathy • Curiosity • Flexibility	Using cultural intelligence to develop key cross-border skills.
Culturally intelligent team working	Scenario activity	Applying cultural intelligence to real-life scenarios and team challenges

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Saying *no* to power

Masterclass | Team and Collaboration

The Challenge:

Saying no causes worry and threatens relationships. In times of change, we want to show willing and be positive. But saying no is really hard and often we do anything to avoid it.

The Solution:

This masterclass and learning path will explain why being able to say no is essential. Learners will build confidence and have a structure to say no that benefits them and the business.

The Results:

- Greater confidence
- Reduced stress and anxiety
- Better decision making

Masterclass

Saying no to power

Register now

	Input	Output
Context Setting	**Poll:** How often do you say yes at work, when you should have said no? **Chat:** Why do we find saying no to people in authority so difficult?	Visibility for facilitator and introduction to the topic.
	The cultural dimension: shared vs concentrated power, explicit vs implicit communication. The WorldPrism model of culture.	Understanding the role of culture in the way we perceive power and communication styles.
	Chat: What's the worst that could happen? **Video:** Saying No to Power.	Looking at the basic principles.
How and when to say no	Scenario activity: When we don't say no! Why should we say no? The impact on wellbeing, performance and business objectives of not saying no.	Increasing confidence in saying no for the right reasons.
	The three key factors: • Consequences (impact of saying no) • Clarity (ensuring your no is heard) • Judgement (choosing the right times to say no)	An analytical framework to help say the right 'no'.

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Boosting personal **impact**

Masterclass | Team and Collaboration

The Challenge:

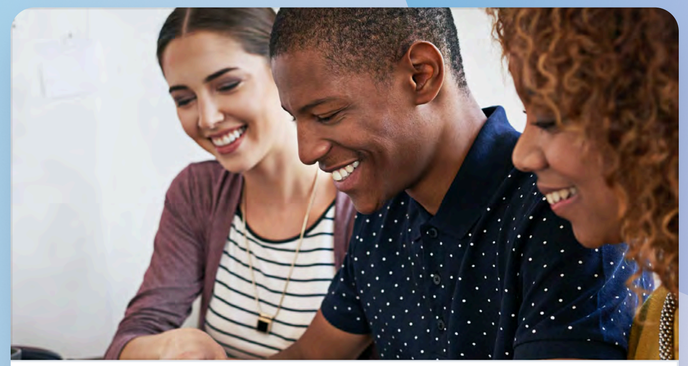
It's not the best ideas that get acted on, but the ones with the loudest voices. Without culturally intelligent influence, the most gifted talent becomes disillusioned and silent.

The Solution:

This masterclass and learning path will guide learners through the cultural dimensions that support influence and give them practical advice to increase their personal impact.

The Results:

- Greater influence
- Clearer self awareness
- Improved confidence



Masterclass

Boosting personal impact

Register now

	Input	Output
Context Setting	**Poll:** Which influencing style are you comfortable with? **Chat:** What challenges do you face in influencing effectively?	Visibility for facilitator and each other of the make-up of attendee teams.
Influential factors	How we are persuaded: the principles behind influence; influencing styles and how to recognize them. The digital lens on influencing – additional complications and opportunities.	Clarifying the fundamentals.
	Scenario: relationship building in a hybrid world. **Chat:** what examples of great hybrid influence have you seen?	Examining some of the issues – and looking at solutions.
Influencing in action	Persuading – Asserting – Bridging – Attracting – shaping your influencing style for different cultural approaches.	Culturally intelligent influencing skills.
	Cultural organizational structures: shared vs concentrated authority. How to get heard across cultures. Building and maintaining an intercultural network of influence.	Practical strategies.
Keeping it going	**Chat:** What works for you? Summary and key learning.	Sharing experiences and wisdom. Learning summary.

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Getting better answers:

WorldPrism and problem-solving

Masterclass | Team and Collaboration

The Challenge:

Problem-solving can often descend into a battle of wills - the person who shouts loudest gets to try their solution. We all want to solve the problem, but get tied up with unraveling different perspectives.

The Solution:

This Masterclass and learning path will help you use WorldPrism to leverage the different perspectives and cultural styles around you to solve the challenges you face more effectively.

The Results:

- Leverage cognitive diversity
- Find better, more innovative and creative solutions
- Disagree constructively

Masterclass

Getting better answers: WorldPrism and problem-solving

Register now

	Input	Output
Context setting	Whiteboard: What is your go to approach to solving difficult problems? The purpose of problem-solving. The car crash dilemma – differing priorities.	Setting context and introducing the topic.
Culture and challenges	A quick review: The WorldPrism model of culture. Dimensions: Facts/Thinking, Linear/Circular	Introducing an objective model to understand culturally different attitudes to problem-solving.
	Cognitive diversity – why disagreeing is good for you. Whiteboard: Perceptions of different styles.	Take advantage of different styles. How to recognize a cultural style difference.
	• Identifying the problem • Gather resources • Collect and analyze data/evidence Develop options • Selection option(s) • Plan and take action • Review and reflect	A simple problem-solving method.

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You don't have to say yes! Disagreeing across cultures

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Managing microaggressions

Masterclass | Team and Collaboration

The Challenge:

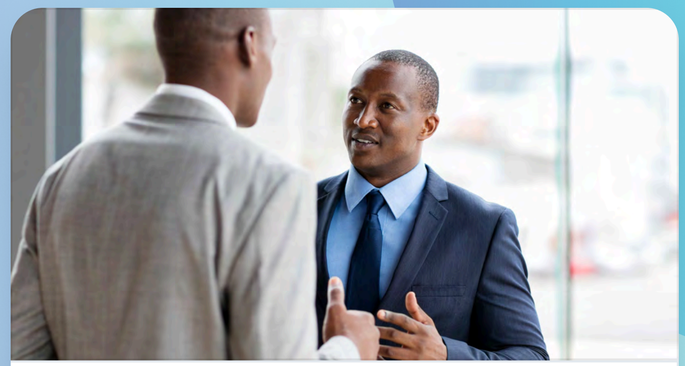
We are all prone to careless, unthinking comments and actions that exclude and offend. People are excluded and feel undermined and not valued - team culture and performance suffer.

The Solution:

This masterclass and learning path take the fear out of inclusion by giving practical ways to reduce microaggressions. Learners will become part of building inclusion in the whole organization.

The Results:

- Better relationships
- Greater empathy
- Higher productivity
- Increased well-being



Masterclass

Managing microaggressions

Register now

	Input	Output
Context Setting	**Chat:** What is a microaggression? Setting boundaries: working definition and scope of session.	Visibility for facilitator and each other of the make-up of attendee teams.
The personal impact	**Chat:** What is the impact of microaggressions? Dealing with the personal – why is it important to deal with microaggressions? The link between inclusion and performance, wellbeing and relationships.	Making the topic relevant to learners.
	Video: Back to basics. Pia's story – looking at a common situation, identifying the danger of microaggressions. Three types of microaggression: microassault, microinvalidation, microinsult.	Identifying the types of microaggression.
Making a difference	Scenario activity: getting it wrong. Using cultural intelligence as a framework to reduce microaggressions. The three A's: Apologize, be Active, Amplify.	Identifying countermeasures – how to reduce microaggressions with practical tips and strategies.
	Scenario: Getting it wrong – revisiting the scenario. Linking unconscious bias and microaggressions	Practicing the tools.

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Change *is spelled* N,O,R,M,A,L

Masterclass | Team and Collaboration

The Challenge:

Change is often described as a linear process, but it's actually several overlapping cycles - it's constant. We live with ambiguity, unable to make change stick.

The Solution:

This Masterclass and learning path will help you take a culturally intelligent approach to change. You'll learn how to anchor your team culture while developing flexiblity to adapt to the constancy of VUCA.

The Results:

- Greater team agility
- Leveraging cognitive diversity
- Finding your cultural foundation

Masterclass

Getting better answers: WorldPrism and problem solving

Register now

	Input	Output
Context setting	Whiteboard: Why is change so hard? Introductions, context setting and objectives.	Clarity on objectives and agenda.
Culture and change	Whiteboard: Draw a picture of a change process – or how change feels to you. A brief history of change. VUCA and change – is change a cycle, a wave or a line?	An understanding of the challenge of change.
	Chat: Can human beings change? Can a leopard change its spots? Overcoming our own resistance to change. Overcoming others' resistance to change. Dealing with change fatigue.	Ways to address the human resistance to change.
	Changing our perception of change using cultural intelligence: change starts with culture. No one left behind: the TREAD model of getting buy-in for constant change	A cultural upgrade on change.

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Culturally *intelligent* decision making

Masterclass | Global leadership and Transformation

The Challenge:

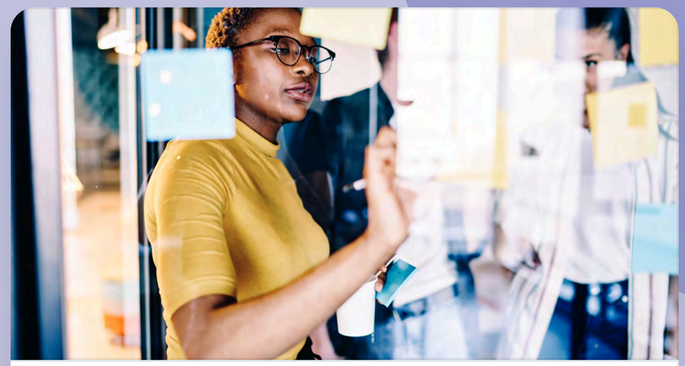
With 30,000 decisions made each day, we need confidence that we get the importance right. But we often base decisions on faulty input, we don't account for culture or the way our brain works.

The Solution:

This masterclass examines the ways our brain makes decisions, proposing cultural intelligence as a framework to remove false assumptions. Learners will gain practical ways to make better decisions.

The Results:

- Reduced business risk
- Better decisions
- Creative solutions
- Greater inclusion



Masterclass

Culturally intelligent decision making

Register now

	Input	Output
Context Setting	**Poll:** How do you make decisions: gut instinct, logical reasoning, ask a friend, mix of all? **Chat:** What models or tools have you used to make decisions?	Visibility for facilitator and each other of the make-up of attendee teams.
Back to basics	Looking at the way our brain works: conscious vs subconscious decisions. How culture impacts decision making: assumptions, perceptions and judgements of people and data.	Raising awareness of the context of decision making.
	Using tools to make good decisions: decision matrices and SWOT/ PESTLE analysis.	Practical tools to inform the decision making process.
Culturally informed decisions	Scenario activity: What went wrong? What could you have done differently?	Practicing the tools and looking for pitfalls.
	Using cultural intelligence to mitigate risk in decisions; WorldPrism model of culture – the Reasoning category.	Refining our decisions.
Keeping it going	**Chat:** What works for you? Sharing your experiences. Summary and key learning.	Highlighting key learning and practical suggestions.
	What next? Additional support and learning transfer.	Giving resources for ongoing development and learning.

Country Navigator

Be radical, be empathetic

Masterclass | Global leadership and Transformation

The Challenge:

In hybrid and crossborder working, the human element often gets lost. Leaders must be more empathetic to be effective. Lack of empathy hurts team culture, team performance and team outcomes.

The Solution:

This masterclass and learning path draw the link between empathy, listening, trust and psychological safety to give you confidence and skills to be a more empathetic leader.

The Results:

- More effective leaders
- Inspired teams
- Better team culture
- Higher engagement

Masterclass

Be radical, be empathetic

Register now

	Input	Output
Context Setting	**Poll:** What is empathy? Define it – difference from sympathy. **Chat:** What are the signs someone is empathetic? What does empathy look like in action?	Visibility for facilitator and each other of the make-up of attendee teams.
Defining empathy and its importance	The evolution of leadership: from autocrat to coach; putting the human into the digital – empathy the key skill for the future.	Positioning the importance of the topic.
	The role of empathy in business processes: underpinning performance, inclusion and collaboration. The challenges to building empathy.	Looking at the real impact of empathy - and its absence.
	Scenario activity. Agility, flexibility and authenticity in empathy. How comfortable are you in re-learning after mistakes? **Chat:** Storytelling – empathy gone wrong!	Ensuring authentic empathy
Applying empathy skills	The key human characteristics that foster empathy: Curiosity Humility Connection	A focus on empathetic skills

Country Navigator

Safe places, safe spaces

Masterclass | Global leadership and Transformation

The Challenge:

Employees are not comfortable speaking up or challenging leaders; they are nervous about admitting to mistakes, and allow bad behavior to go unremarked. Turnover is high and creativity is low.

The Solution:

Everyone attending this masterclass will be challenged to examine how they contribute to creating a culture of psychological safety, using two tried and tested models: the Four stages and CARE.

The Results:

- Nurturing culture that builds others up
- Better retention and working culture
- Psychologically safe workplace

Masterclass

Safe places, safe spaces

Register now

	Input	Output
Context Setting	**Poll:** What makes you feel safe at work? **Chat:** What does psychological safety look like? What is the ideal?	Visibility for facilitator and each other of the make-up of attendee teams.
Getting started	What is psychological danger and psychological safety? Why are they important? Maslow's hierarchy of needs and it's implication for inclusion, belonging and engagement. **Chat:** To what extent should a manager be worried about the hierarchy of needs in the workplace?	Scene setting, shared understanding of basic principles.
	The role of psychological safety is performance, productivity and engagement. The four stages of psychological safety: Including, Learning, Contributing, Challenging. **Poll:** What would you do next?	Making the business case. Looking at the practical implications.
Influencing with impact	The CARE model: • Communication • Authenticity • Respect	Practical strategies to build psychological safety

Country Navigator

Virtual communicator

Masterclass | Hybrid and Virtual working

The Challenge:

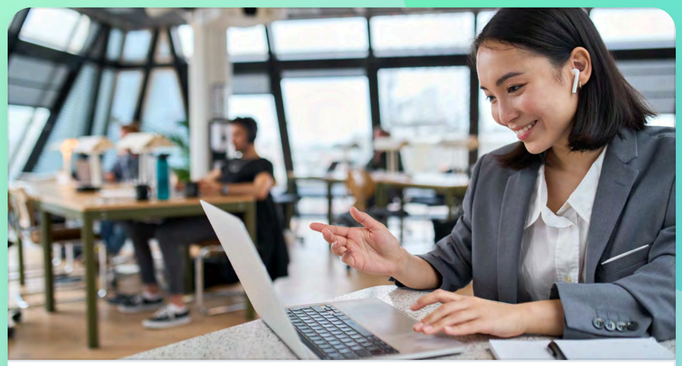
Engagement surveys always pinpoint communication as an area for improvement. In a virtual world, bad habits are exacerbated, impacting work culture and business performance.

The Solution:

This masterclass and learning path will help learners adjust their communication style for the virtual and cross-cultural context. Learners will see how to use the WorldPrism to improve their communication skills.

The Results:

- Clearer virtual communication
- Increased engagement
- Less frustration and wasted time



Masterclass

Virtual communicator

Register now

	Input	Output
Context Setting	**Poll:** What is the biggest challenge when communicating virtually? **Chat:** What are the worst virtual communicating habits you've come across?	Visibility for facilitator and each other of the make-up of attendee teams.
The building blocks of communication	The problem with language. How communication should work. The barriers to communicating effectively. **Quiz:** Matching the channel to the message.	Looking at the challenge of virtual communication.
	The WorldPrism model of culture – implicit vs explicit communication styles: definitions, perceptions and flexing your style.	Setting a practical model to help interpret communication styles.
Turbocharging virtual communications	Global English: written and spoken – maximizing the potential for understanding. The 4 Cs of communication. • Clear • Concise • Complete • Correct Filling in the gaps: communicating without words.	Practical suggestions for both implicit and explicit styles. How to communicate effectively with virtual or hybrid colleagues.
	Chat: What has worked for you? What are your suggestions?	Sharing group wisdom and experiences.

Country Navigator

Power up hybrid teams

Masterclass | Hybrid and Virtual working

The Challenge:

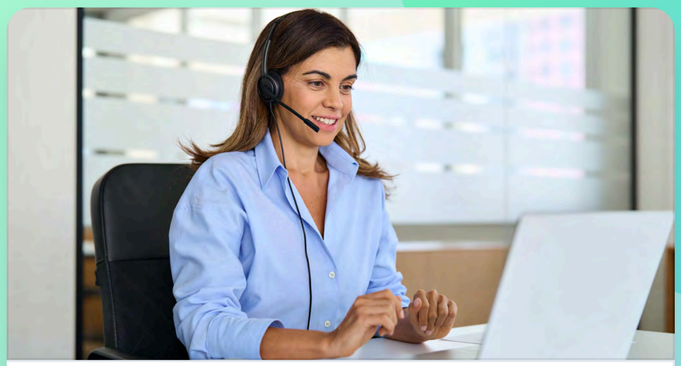
The flexibility of hybrid teams sometimes comes at the cost of clarity, transparency and sharing. Workers can lose focus and productivity and are less collaborative.

The Solution:

This masterclass and learning path will challenge managers and leaders to buid trust and relationships, using the WorldPrism model of culture to unlock effective hybrid team working.

The Results:

- Higher levels of collaboration
- Greater trust and transparency
- Greater cultural intelligence in hybrid working



Masterclass

Power up hybrid teams

Register now

	Input	Output
Context Setting	**Poll:** Where do you prefer to work – home, office, both, other? **Chat:** What does hybrid working mean for you?	Visibility for facilitator and each other of the make-up of attendee teams.
The Hybrid Contradiction	**The hybrid challenge:** what is the truth about productivity and inclusion in hybrid working? Micromanage or hands-off?	Examining the contradictions in hybrid working.
	The complications of hybrid working. **Chat:** What are the key issues that make hybrid working more complicated.	Setting the parameters and foundation principles of the conversation.
	Culture, diversity and inclusion in hybrid teams.	Looking at the specific challenges of global hybrid teams.
The Hybrid Solution	The role of cultural intelligence in building psychological safety. The central issues and proposed solutions: • Trust and relationships • Communication, transparency and responsibility • Collaboration and information sharing	Practical hints and suggestions.
	Making sure no one is left behind	

Country Navigator

Leading virtual meetings

Masterclass | Hybrid and Virtual working

The Challenge:

Too many meetings drain energy, waste time and have few tangible outcomes. Multitasking and disengagement drain the value of meeting together and undermine collaboration.

The Solution:

This masterclass and learning path will bring your learners the best ways to make the most of virtual and hybrid meetings with practical hints and tips.

The Results:

- Increased value of meetings
- Greater engagement
- Reduced wasted time
- Greater productivity

Masterclass

Leading virtual meetings

Register now

	Input	Output
Context Setting	**Poll:** How much of a priority is inclusion to your team? **Chat:** Sharing stories of exclusion.	Visibility for facilitator and each other of the make-up of attendee teams.
Increasing effectiveness	How does communication work? How does virtual communication work? **Chat:** What are the barriers to effective communication?	Addressing cultural and cognitive diversity in teams; using cultural intelligence as a frame to build collaboration.
	Communicating in the virtual world: adapting your approach to incorporate culture and virtual barriers.	A communication play book.
Increasing impact	Do we need the meeting? The 8 – 18 – 80 model of meetings Timings and planning the meeting. Follow ups and actions.	Practical solutions to the most common problems.
	Technology, physical environment and visuals.	Suggestions to make the meeting as natural as possible
	Top tips to increase engagement and participation from participants. **Chat:** How do you prevent multitasking in meetings?	Increasing the productivity of participants.

Country Navigator

Creating *virtual* networks

Masterclass | Hybrid and Virtual working

The Challenge:

Moving to hybrid working has removed an effective ways to build professional networks. Those without formal authority have not yet identified how they can build an influence network to get things done.

The Solution:

This masterclass and learning path will deconstruct influence and communication to help learners identify how to modify their approach and develop practical ways to influence without authority.

The Results:

- Greater collaboration
- More effective influence
- More impactful use of resources

Masterclass

Creating virtual networks

Register now

	Input	Output
Context Setting	**Poll:** Has hybrid working made building a professional network harder or easier or the same? **Chat:** How do you use and access your network?	Visibility for facilitator and each other of the make-up of attendee teams.
Influencing without authority	Hybrid working, VUCA context and virtual networks – what's the link? The challenge to building an internal personal brand in a virtual or hybrid organization; influencing without authority. **Chat:** What are your challenges?	Exploring the context of influence and relationship building.
	The cultural dimension: • Cultural intelligence • WorldPrism dimensions: Individual-Group, Task-Relationship, • Explicit-Implicit	A conceptual model to build influence and relationships.
Influencing with impact	Identifying the right person and the right approach. Making a good impression: increasing engagement, building trust, making an impact.	Practical strategies to make the connection and build the relationship.
	Scenario: Getting it wrong - how to fix these common mistakes	Deducing gog practice by looking at others mistakes

Country Navigator

Country briefings

Masterclass | Global Mobility

The Challenge:

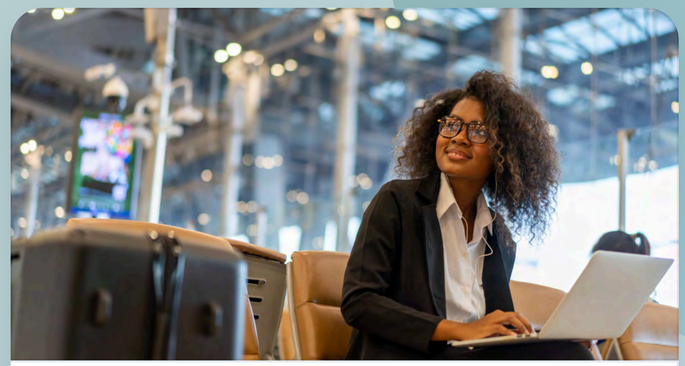
Despite globalization and the internet, cultural differences are an important factor when working across borders. The unprepared may lack awareness of cultural behaviors and values, damaging relationships and reducing their effectiveness.

The Solution:

Each of the masterclasses and learning paths in this series focus on the business-related cultural behaviors, values and attitudes of one specific country, giving learners insights and practical strategies to be more effective more quickly.

The Results:

- Local knowledge
- Culturally intelligent skills
- Culturally agile employees



Masterclass

Country briefings

Register now

	Input	Output
Context setting	**Poll:** How do you work with this country: business visitor, live there, commuter, virtually. **Chat:** What most surprises you about the country and its culture?	Visibility for facilitator and each other of the make-up of attendee teams.
	A cultural portrait: using the WorldPrism model of culture to analyze the cultural tendencies and values of the country. Background and traditions; regional differences. **Quiz:** fact or fiction?	Getting to know the country.
Putting CQ to work	Business and work: • Meetings and negotiations • Communicating and relationship building • Feedback, team dynamics, performance management • Leading and managing / being led or managed by	Practical, first-hand hints and tips.
	Practical tips, getting around, socializing. Chat: Q&A.	Open ended discussion covering specific advice and suggestions.
Keeping it going	Summary and key learning.	Finalizing key learning points.
	What next? Additional support and learning transfer.	Giving resources for ongoing development and learning.

Country Navigator

Contact us to find out how we can help

Contact Info

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